1968

ANNUAL INDEX

January–February - out of print!

10 **Rhythm Sampling—Stop Watches Beware!**
Rhythm sampling is superior to the watch in many instances because most of recording is made by simple dash marks. This is easier than stop watch methods.
Wilbur J. Fuhro

16 **Seven Inhibitors to a Successful Management Information System**
The problems in the less successful firms are common to both large and small corporations. Lack of experienced data processing personnel was evidenced to a greater extent in the medium-sized firms.
J. Daniel Couger

20 **How Does an Operating System Work?**
The L & N Railroad 7010 operating system consisted of three major divisions: (1) the system monitor, which coordinated all components; (2) the service programs, which are routines that perform specific functions; and (3) programming systems.
Louis F. Zaino

24 **The Name of the Game is Gaming**
By allowing managers to practice without paying the price for wrong decisions, management gaming is a useful training tool. The simple inventory game illustrates the divergent results attained by different people following their own strategies.
Justin G. F. Wollaston

30 **Systems Man: Homo Sapiens of the Corporate Structure**
As the most recent or latest of his kind of man in the corporate structure, as the most recent mutation in the organization chart, the systems man must understand himself. He must meaningfully relate that understanding to his business knowledge.
B. W. Mathis

33 **Profiting From The One-Time Buying Allowance**
The reasons for buying allowances and their timing vary with the products and the merchants, but their use tends to shift the point of storage from the producer to the wholesaler and retailer.
Edward J. Mock David McConaughy

March–April

10 **Bridging the Systems-Management Gap**
In the fifties, the systems man showed how to handle payroll or inventory with computers; later someone thought the computer techniques might be extended into the management area. But the manager often didn't know what he needed or even wanted; the systems men fell back on their old applications. This gulf must be bridged.
Harold S. Hook

14 **A Mechanized Information System That Works**
The Douglas mechanized information program—operational for five years and going strong—has four basic subsystems: (1) bibliographic data; (2) dictionary; (3) automatic selective dissemination of information; and (4) literature search.
Frank R. Smith Shirli O. Jones

20 **The Data Base Revolution**
The data base is a central bank or file containing information about a business in readily accessible form. Each type of information is total.
Milton J. Cooke

23 **Management Science: a Simulation Example**
The simulation described here evaluates the effect of different plans or differing amounts and types of equipment on the following problem: How can the cost of moving iron from blast furnaces to open hearth furnaces be reduced?
Charles D. Leddon

28 **Using Decision Theory in Value Analysis Studies**
Emphasis is placed on the concept of value and the decision-making functions of the value analyst. Some potential uses of decision theory in the decision-making stages of value analysis are also presented.
David Borck

32 **"Reference It; Retrieve It; Reproduce It"**
Information retrieval is done in two ways: when the inquirer knows precisely which document he wants, a document retrieval system can call it up for him fast and accurately; when the inquirer does not know the precise article, fact retrieval methods can call up all documents pertinent to the specified subject.
Richard S. Nauer

May–June

10 **User Languages For Business Managers**
Despite the development of such languages by some organizations, the need for user languages for business management will remain unfulfilled. The business manager himself must take pains to learn about and to create the demand for more languages.
Clifford J. Craft

14 **Lessons From The Informal Organization**
Driven by assumptions about functional division of work, the formal organization splits the natural unity of a business event into segments according to title authority. Informal organization attempts to heal the managerial rupturing.
Arthur L. Svenson

18 **Building Data Banks For Multiple Uses**
Several criteria will facilitate determination of the size and structure of the data bank, and they will also facilitate selection of the optimum approach for organizing the data bank.
Charles H. Nicholson Jr.

24 **Decision Theory: An Operations Research Tool**
Decision theory provides the operations research analyst and the executive with a method for analyzing complex decisions in an orderly fashion.
David Borck

28 **Disseminating Information Within A Company**
Decide on the need for a system; assign responsibility for planning it; determine the method of presenting the information; code the information for identification and easy retrieval; provide the facility for selective dissemination.
Malcolm Macdougall

33 **Disseminating Information From A Company**
A marketing communications system, based on information retrieval concepts, has been in operation at the Westinghouse Electric Corporation since May 1, 1966, and is currently operational on the IBM 360-75 system.
J. J. Gatto

July–August

12 **Three Principles Of Job-Shop Scheduling**
(1) A shop is a network of waiting lines in which the relative urgencies of orders are constantly shifting; (2) Shop performance in regard to schedule dates is relatively independent of the sequencing method employed; (3) Total investment in work-in-process inventory can be manipulated by priority sequencing.
John L. Colley Jr.

18 **Systems Engineering Reaches A New Threshold**
Systems engineering deals with the analysis, development, programming, design and installation of the total man-machine information systems that are the foundations for success.
Donald S. Feigenbaum

24 **An Introduction to Decision Tables**
A description of the characteristics of decision tables, and guidelines and examples of table construction are first steps toward use of such tables to perform, communicate, and document decision making.
Raymond M. Fergus

28 **Why It Takes More Than Hardware To Make An MIS**
It will take all the skill that can be mustered to coagulate specific bits and pieces of data into reports, inquiry responses, and other services that will be meaningful to the executive decision-making processes.
A. K. McKechnie

33 **Computer Simulation For The Manager**
Only managers familiar with the industrial system and its environment can judge the simulation model's validity. The manager, not the technician, generally is the only one capable of exercising the insight and knowledge to experiment productively with the model.
Richard L. Nolan

36 **A New Look At Organizational Dynamics**
Classical views of organization are no longer an adequate expression of organizational dynamics; there should be a new and broader concept.
Duncan A. E. Campbell

September–October

10 **Managing Computer Applications**
The procedures described here are not considered mere administrative paperwork; rather they are a means of central control, starting with the method of evaluating the proposed computer applications.
Charles J. Toma

14 **"What Would The Results Be If . . ."**
Management can now ask this question as it relates to both internal and external variables influencing a business, and expect an accurate answer within a reasonably short period of time.
Lawrence J. Clarke

18 **Good Decision Tables And Their Uses**
As tabular representations of decision-making processes, decision tables can be analyzed to promote completeness and accuracy, and to detect excessive rules, contradictions and redundancies.
Raymond M. Fergus

28 **Implementing A Job-Shop Scheduling System**
A set of principles regarding job-shop scheduling systems should be followed. The key point is that the structure of an operating shop control system is specified by a set of decisions regarding system characteristics.
John L. Colley Jr.

34 **The Individual In The Organization**
The systems man can make a significant contribution to his organization only when his system permits actions to occur in a positive way toward attaining organization objectives and when the systems permit people to grow through attaining their personal goals.
Duncan A. E. Campbell

36 **How To Select And Control Office Copiers**
Since a potential user of this type of equipment must now make a decision after considering about 140 models from 44 manufacturers, it seems appropriate to review some of the features of office copiers.
Otto P. Kramer

November–December

8 **Paperwork Purges And Procedures**
Systems analysts must be constantly evaluating the essentiality and useability of information being processed. Otherwise, the organization faces periodic paperwork purges by management that do nothing to eliminate the causes of burgeoning paperwork.
C. J. Middleton

12 **Planning And Control Of Development Programs**
In today's economy the successful concern is regularly implementing a variety of development programs. By their nature, these programs are beset with planning and control problems whose impact is strongly felt throughout management.
David B. Uman

21 **SIS In The Order Processing Department**
(1) Determine the expected workload; (2) Plan daily on the basis of backlog and new receipts; (3) Assign work directly under time limitations; (4) Maintain supervision on an exception basis; and (5) Know the workload status at all times.
Raymond J. Behan

28—**Effective Program Development: an underdeveloped art**
Administration must aid in problem definition and specification; systems analysis redefines and refines these specifications; programming translates the desired procedures into machine language and tests the adherence to the specifications with sample data. Operations develops procedures and gains experience during the testing and parallel runs.
Richard A. Kaimann

32 **What Are The Hardware Alternatives?**
With the users' view of obsolescence changing, purchase and lease of EDP equipment have become competitive with rentals as methods of attaining hardware capability. Following is a discussion of all three methods, in addition to enhancement of a present system by hardware or software modification.
Roland R. Eppley Jr.

35 **Organizing For Management Information**
Top management, operating management and the systems organization should each have important, complementary roles in the plan. This article tells how these roles were executed in the four-phase plan of the Singer Co.
W. Norton Rosner